

Chapter 7 – Southeast IN: Region 1 Findings

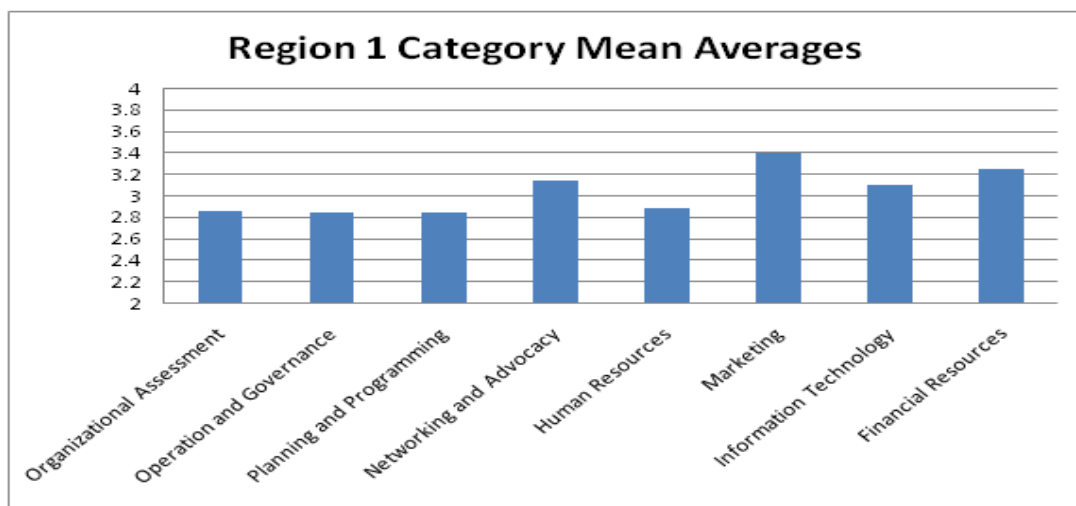
Region 1 is in southeastern Indiana and it includes 24 counties.¹ The smallest county by area and population in the state, Ohio County, is in Region 1 between Dearborn County to the north and Switzerland County to the south in Indiana and Boone County, Ohio, to the east. The major population centers in this region include; [Seymour](#), [Scottsburg](#), [Richmond](#), [Madison](#), [North Vernon](#), and [Greensburg](#) with populations between twenty and seventy thousand people. The largest city in this region is [Columbus](#), while others are suburbs of major cities, such as [New Albany](#) and [Jeffersonville](#), just outside Louisville, Kentucky, while places like [Lawrenceburg](#) and [Brookville](#) feed into Cincinnati, Ohio.

Region 1 had a total of 11 respondents; however two respondents began the survey yet failed to complete it in its entirety. Each of the nine remaining organizations that completed the survey represents a different county in Region 1 (Floyd, Dearborn, Bartholomew, Scott, Perry, Fayette, Clark, Harrison, Wayne). The organizations range in age from five to 145 years in operation. Two organizations have been operating for more than 130 years, while three organizations have been in operation between 10 and 12 years. Organizations in Region 1 universally serve families and adult women, while six organizations indicate that they serve seniors. Six organizations have community development programs, five provide food assistance and disaster relief, and four provide health resources. In addition to these program areas, the region also has programming for clothing, housing, employment, domestic violence, childcare and education, and substance abuse and mental health. A surprising finding is that only two organizations participate in indirect advocacy for their cause, which can range from lobbying to public appeals for their cause beyond support for their organization.

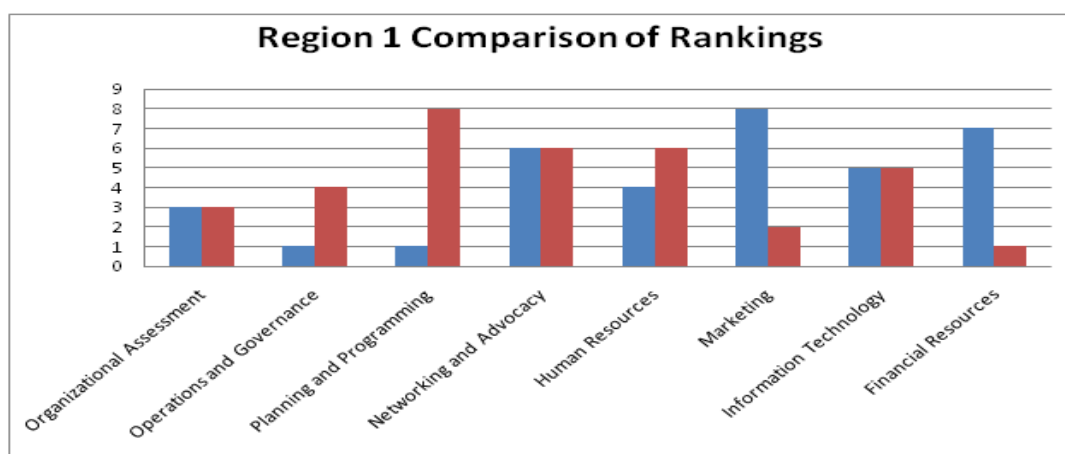
Two thirds of the organizations in Region 1 indicated that they are community-based and one third is faith-based. Five of the nine organizations have received some sort of OFBCI grant, including AmeriCorps* State, Good Works Indiana-Strengthening Families, and Access to Recovery. Only one faith-

¹ Bartholomew, Brown, Clark, Crawford, Dearborn, Decatur, Fayette, Floyd, Franklin, Harrison, Jackson, Jefferson, Jennings, Ohio, Orange, Perry, Ripley, Rush, Scott, Shelby, Switzerland, Union, Wayne, Washington,

based organization has received any kind of grant, while two thirds of the community-based organizations have received some sort of grant, perhaps due to increased exposure to the grant process itself. Four of the five organizations with 11 or more committed part-time volunteers are community-based, and both organizations with AmeriCorps volunteers are community-based. Nearly all of the organizations have boards with more than 11 members, while only one organization has any interns. The staffing of these organizations must be considered when analyzing their capacity, because the human resources have a large impact on the organization's inputs and outputs.



Graph 7.1: Shows the categorical mean averages of Southeast Indiana. All scores on are a scale of 0-4 with a higher score reflecting a higher attainment of capacity benchmarks.



Graph 7.2: Shows the comparison of the rankings between the categorical scores from the survey sections and question 10.1 in which respondents were asked to rank the areas of capacity from least challenging to most challenging using numbers 1-8. A higher number reflects either a higher capacity or a perceived higher capacity.

Ch. 7.1 – Strengths

According to the data, the organizations in Region 1 had the greatest proficiencies in Marketing and Financial Resources, with scores of 3.47 and 3.25 respectively. However, when asked to rank their areas of need from highest area of need to lowest area of need, Financial Resources is their greatest area of need while Marketing is the second most deficient area. The distance between their self-reported and categorical scores indicates that they may not be aware of what factors are necessary for maximum capacity in these areas, or it might indicate that their interpretation of the title of each of the categories is different than what is meant in the survey. Conversely, the organizations may not have a realistic understanding of their own capacity because of the difficulties associated with deep self-reflection. For example, despite the fact that the organizations saw what questions were included in the Financial Resources section, when asked to rank their needs, they may have chosen to interpret Financial Resources narrowly as funding rather than as the resources to manage, maintain, and appropriate financial strength and stability.

The Marketing score for Region 1 seems to be so high because all of the organizations indicated that the organization has a good reputation within the community in which it serves (question 7.3), with six of the eleven organizations choosing “Strongly Agree.” The organizations’ mission and vision are also clearly and frequently communicated to staff, volunteers, and clients, and the organizations also indicated that they are well known within their communities (question 7.1 and 7.2). The biggest area of concern within this category is the diversity of media outlets that are used by the organizations (questions 7.4 and 7.5). All of the organizations indicated that newspapers were a prominent part of their marketing, however local television, and radio are also listed by most of the organizations. Although many organizations indicated that they have websites and/or e-newsletters, no forms of new media, such as social networking, are used by these organizations. With the growing popularity of digital

media forms, it is doubtful that these organizations can thrive in regards to marketing if they do not keep up with the changing face of communications.

Conversely, their score in the Financial Resources category is likely due in large part to all but one organization indicating that they strongly agreed with the statement that the organization has an accountant or fiscal person (question 9.6). All of the organizations in Region 1 follow accounting practices that align with either Generally Accepted Accounting Principles (GAAP) or International Financial Reporting Standards (IFRS), and all of the financial reports in Region 1 are prepared and handled in a timely fashion (questions 9.4 and 9.5, respectively). Perhaps the greatest strength, financially speaking, in this region is the universal regulation of financial matters by all of the organizations. All eleven organizations in Region 1 indicated that the organization has a documented set of internal controls for the handling of funds and for the approval of spending and disbursements which is question 9.8. This not only provides for greater oversight within the organization, but it also enables organizations to regulate how their money can and cannot be spent and how contributions are to be received. The weakest area within Financial Resources for the organizations in Region 1 is due to the lack of an independent fundraising committee (question 9.9). Five organizations in the region indicated that there is a fundraising committee within the organization, with one organization indicating that they are funded entirely by local government. Having a contingency plan in the event that the government is no longer able to provide funding for a program is essential for the financial strength and sustainability of an organization. The organization that indicated that they do not need to do any fundraising also chose "Don't Know/Not Applicable" in response to question 9.7 as to whether a specific budget is in place and is approved by the board. The overall strength of the Financial Resources and management in Region 1 is a great asset that can allow for the development of improved capacity in other areas because there is not as great of a focus on obtaining financial security as it is in other regions.

Ch. 7.2 – Challenges

Planning and Programming is the greatest area of weakness within this region, despite the self assessment which indicates that this is the category with the greatest capacity. The mean score for this category is 2.83. This score is less than ideal, as Planning and Programming is essential to the overall performance of an FBCO. The areas of greatest concern within this category are related to the evaluation practices of the organizations. The lowest overall scores in this category are in response to the two following statements; “The Board, staff, clients, volunteers, key constituencies, and community members all participate in planning” and “the organization has established an evaluation process and performance indicators toward the achievement of its goals and objectives” (questions 4.3 and 4.4). Two organizations indicated “strongly agree” and three indicated “agree” while the remaining four indicated “disagree.” No organization indicated “strongly disagree” in response to either question. All of the organizations that responded positively to these two questions scored 3.0 or higher in the Planning and Programming Category. Conversely, those organizations that disagreed with either statement had an average score of 2.67. Based upon this finding, it can best be understood that the overall perceived deficiency in this area is due in part to the small relative sample size.

Human Resources is the second lowest capacity area, with a score of 2.87. The greatest area of concern within this category is the assessment of employee performance. Three organizations indicated that they did not know or that it was not applicable for the organization to regularly evaluate employee performance and respond with recommendations and/or credit (question 6.2). Three organizations strongly agreed with this statement, indicating that employee performance is valued enough by the organization to warrant the time necessary to evaluate individuals and respond in kind. The greatest strength within the category of human resources is that all but one organization positively responded to question 6.6 regarding having a constitution, bylaws, personnel handbook, and/or codes that are

current, enforced, and accessible. The presence of these documents can enable and empower the organizations to increase their capacity through revisions and enforcement.

The factor that contributed to the overall weak score in this category is the abundance of “Don’t Know/Not Applicable” responses provided in this section. Seven of the 54 responses in this category were coded as zero, which brought the overall categorical score down by .43 points. When the responses which were coded as zero were excluded from the average, the category average jumped to 3.30, a substantial improvement. This issue seems to have been exacerbated by the small sample size as well as the two organizations which provided six of the seven “Don’t Know/Not Applicable” responses. This discrepancy is the most likely justification for the vast difference between the organizations’ high self reported rank in Human Resources compared to the overall low categorical score.

Ch. 7.3 – Solutions

The strengths possessed by this region, in addition to the diverse areas of services and populations targeted make this region appear to be especially apt for collaboration. Although the pool of respondents in this region is small, there are many FBCOs in this region with which the respondents could partner. The relatively strong Networking and Advocacy score within this region (mean average of 3.16) indicates that organizations within this region are already familiar with the processes and practices of collaboration and partnership. The list below of capacity building resources in this region is by no means exhaustive; however, they seem to be the strongest links between organizations.

One of the greatest strengths of this region is the abundance of resources available to organizations and individuals. As mentioned previously, counties on the south central border of the region are served by the Louisville Metropolitan Area, while counties on the eastern border are served by the Greater Cincinnati Metropolitan Area. The vast resources that are supplied by these urban centers enhance the ability of organizations in this region to serve their constituents. The strong network of United Ways, listed below, provides the opportunities for organizations to communicate and

collaborate to ensure that the needs of the community are being met. Additionally, organizations such as the Center for Nonprofit Excellence, Interfaith Community Council, and Southern Indiana Asset Building Coalition all exist to best serve the needs of the FBCO community and individuals in Region 1.

Ch. 7.4 – Additional Region 1 Resources

Center for Nonprofit Excellence: <http://www.cnpe.org/>

Interfaith Community Council: <http://www.interfaithinc.org/>

Southern Indiana Asset Building Coalition: <http://assetbuildingcoalition.org/>

United Way Chapters (With Counties)

Clark, Floyd, and Harrison: <http://www.metrounitedway.org>,

Dearborn and Ohio: <http://www.uwgc.org>

Bartholomew: <http://www.uwbarthco.org>

Franklin: <http://www.uwfrankinco-in.org>

Jackson: <http://www.jacsy.org>

Wayne and Union: <http://www.givetheunitedway.com>